

Social Outcomes Conference

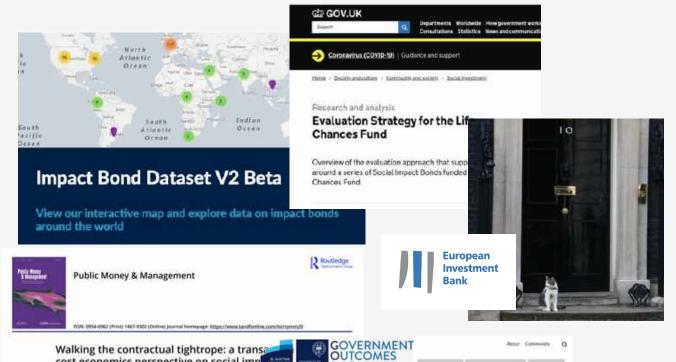
1-4 September 2020

WELCOME



The GO Lab





Established in 2016

Partnership between UK Government & University of Oxford

We investigate government's role in unlocking fruitful cross-sector partnerships to improve social outcomes

Cost economics perspective on social imp ONTORD LAB

The Basis NOW

Clare FitzGerald, Eleanor Carter, Ruth Dixon & Mara Airoldi

To cite this article: Clare FitzGerald, Eleanor Carter, Ruth Dixon & Mara Airoldi

To conventual tophicope: a transaction cost economics perspective on social in Money & Management, 39.7, 459-467, DOI: 10.1080/09540/902.2019.1583889

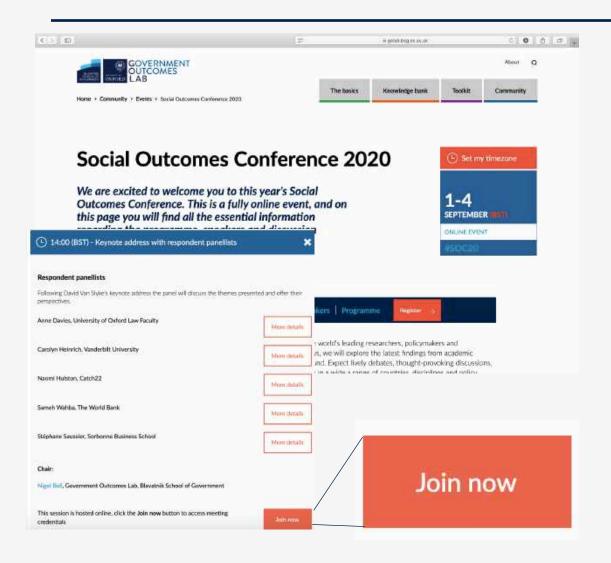
To Sink to this article: https://doi.org/10.1080/09540/902.2019.1583889

Fublished critical 21 Mar 2019.

Submit your article to this journal (5*)

Welcome to SOC20





PROGRAMME

- Keynote: David Van Slyke
- 3 Big Picture sessions
- 5 Deep Dive sessions
- 5 Peer Learning sessions
- Closing talk: Sir Paul Collier and Alnoor Ebrahim



https://golab.bsg.ox.ac.uk/soc20

Welcome to SOC20



6 CORE THEMES

Collaboration and communities

Contracting and governance

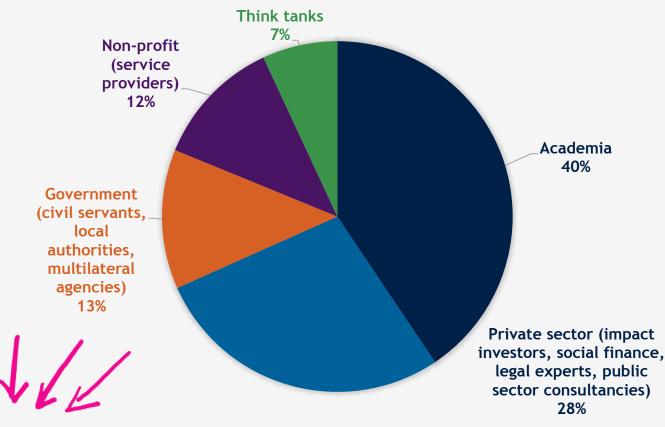
Data and transparency

Impact bonds and outcomes funds

Emergency responses

Measurement and metrics

100+ SPEAKERS IN 20 COUNTRIES





https://golab.bsg.ox.ac.uk/soc20

Welcome to SOC20







Share with us:



Where in the world are you right now?



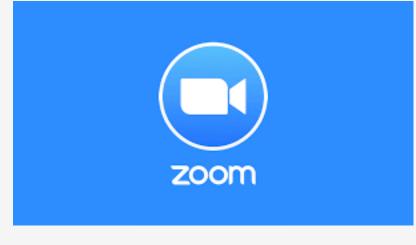




Zoom



- Keep yourself muted but do keep your camera on
- Make sure we can see your name & organisation on Zoom
- Introduce yourself on the Zoom chat
- Share your thoughts and questions on the Zoom chat
- Do stay online for the informal networking in between sessions
- All sessions will be recorded and shared on GO Lab website





https://golab.bsg.ox.ac.uk/soc20

Keynote address: Should contracts for social outcomes always be relational?





DAVID M. VAN SLYKE

Dean of the Maxwell School of Citizenship and Public Affairs at Syracuse University and the Louis A. Bantle Chair in Business-Government Policy



Partnerships and Relational Contracting: Rethinking the Governance of Innovation

Social Outcomes Conference 2020
Blavatnik School of Government
Oxford University
September 1, 2020

David M. Van Slyke, PhD

Dean | Louis A. Bantle Chair in Business-Government Policy Syracuse University, Maxwell School of Citizenship and Public Affairs



Agents or Stewards: Using Theory to Understand the Government-Nonprofit Social Service Contracting Relationship

Disportment of Public Administration. The Microed School at Syracuse University

thing appear and mountains therein, the study common how public administrate

manage contacting relationships with respect cognitives, between were conducted with public and narporth managem moderal in social sension contact toleranching at the state and county level in New York State. The use of trust, reputation, and manifesting as

well as other factors influence the manner in which contract relationships are managed

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Francisc benefit appears. The exactly in part from the contentual conditions that include the type of session, last, of market competitiveness, and management capacity constraints. The in

trapormenental analyzament in which social sources are implemented and delivered presents complex challenges for public managers responsible for managing contract rela-

tinships. The findings from this study document these challenges and the corresponding

Scholars and machinery within the rubbs transporter, public policy, and research mounted have called for floories that better explain the nature of and variation to

the assument traverse for contracting relationship and the intelligations of contracting for

public narragement (Cooper 200), Delbing 1984, Denafric 1989, Johnston and Remores 1999, Kell 1993, Baidel 1991, Science 1989, Skipler and Victory 1990, Smith and

Lipsky 1990. This call steen largely from the effects of devolution and privationius or

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sector and broader support for socialise government. Thus, contestual changes at the

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An Empirical Examination of Public Involvement in Public-Private Partnerships: Qualifying the Benefits of Public Involvement in PPPs

Eric J. Boyan,* David M. Yan Styke,* Juan D. Rogers*

Millionette of Target & Many Nymerate University Novego metrons of Safronny

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ale collection between and many representation as also the each of the eaching and among as hadings. atte; government Bouckers, O'Lowy, and Garless 2014, Nr. The presence of collaboration has being sommost our and protonding of its implegations (Milwork and Person 1803. Questions occarving structure builds; what are the appropriate roles for citizens in report that are maken beyond with provide required oner from much of our support care obtains here on parts of the east complex political collected dispersion of patch, private collaborational Case cases input affect. e recons and conditions of public persons relations in this person partners lays (1994).

Although the field has abord upon a 16th Decenture.

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the activities can enhance the public section attempts or retailful and incompt relationships with pagamentum relationships and pagamentum relationships. strong porceogly retried with representative sortida el governmen se a product al collaborativa provincia (federare 1996) via di Le 2003, iluse la

The statement of collaborates are the becoming and organizations attended to public movies and the inproject rates assumed by progressymmetric parmore than determine of this problem is how to more

Approach Tenvor L. Brown, * Matthew Potoski, David Van Blyke

Who has become Source of Colores - Sans Lance Service House,

Article

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Managing Complex Contracts: A Theoretical

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Chapter 8

Collaboration and Relational Contracting

David M. Van Slyke

In this volume, the relevel the collaborative public manager is the central if write. Government contracting is one arms in which collaboration is both probed and vilibed. Contracting is a pragmatic mol of governance and the year Sequently used from of privatization in the United Stores. It involves government agencies entering into formal relationships with a third party for the production of goods and/or provision of services. Covernments at all levels have increasingly used contracting with other governments. nonzeolis, and for-profit firms to deliver a wide range of public goods and/ or services. Fundamentally, the argument is that contracting benefits the green ment because of competition and market forces (Savas 2000). The amoutated outcomes are cited as lower costs, higher quality, expertise, and innovation. These opposed to contracting express concern about governmint's heightmed exposure to opportunion, gaps to accountability, and a loss of public management espacity (Schar 2000).

Recent news stories advocating more callaboration in contracting mistionships suggest that "top coquisition managers develop (and be encounaged to develop) fight bonds with industry"; that "the process (of conmacring) involves close interaction between acquisition efficials and contractors. [recogniting] that there's no war to be successful withand working reporties"; and that "the focus (of government contracting of facini should be on menting a long term existionship between vondern and assumation) officials. 11 Opponents of this approach to contracting magnet that vendors current be treated to execute government's goals without very specific legal constants and as argue in less than highly specified contracinal relationships would be a developion of that and a failure to protect

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Complex Contracting: Management Challenges Research Article and Solutions

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Beyond Business as Usual

Improving Defense Acquisition through Better Buying Power







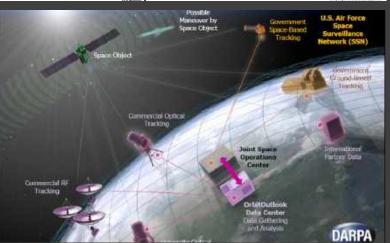
Trevor L. Brown,

Matthew Potoski, and

David M. Van Slyke











Making Change with Cash?

Impact of a Conditional Cash Transfer Program on Girls' Education and Age of Marriage in India

Synthesis of Findings

by Priya Nanda, Priya Das, Hitin Datta,
Sneha Lamba Flina Pradhan and Ann Wara



Desired Outcomes

- Be a smart buyer
- Leverage innovation
- Achieve policy goals
- Develop and implement Solutions
- Benefit intended audiences
- Evaluate and modify



What is Needed? Partnerships

- Partnerships rely on Contracts
- And contracts rely on Rules

Rules can guide collaboration

Collaboration contributes to achieving outcomes and impact





What Are We Trying To Achieve?

- Know the Product and Outcome
 - Complex vs Simple
 - Innovation vs Off the Shelf
 - Requirements determination
- Contract Rules
 - Create win-win rules
 - Product, exchange, governance
- Flexibility and iteration
- Trust and shared responsibility
- Accountability

Characteristics of Complex Products

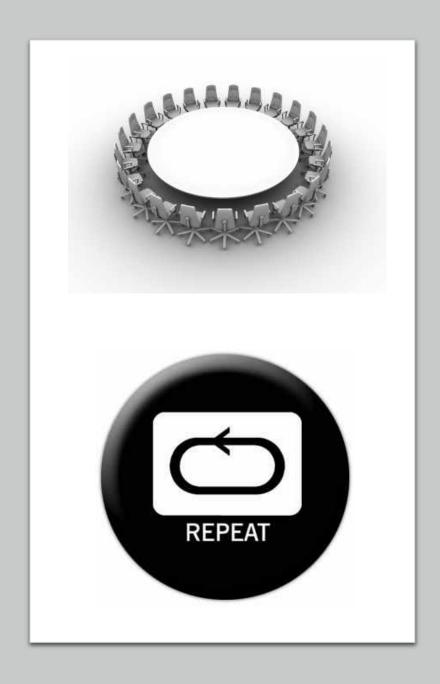


Uncertainty



Specialized Investments





Build a Reciprocal Relationship

- Contract parties want to benefit
 - Equally?
 - More than others?
 - Goal alignment
 - Win-Win Rules
- Buy-in/Credible commitments
- Assume self-interest
- Mitigate opportunism
- Avoid lock-in
- Shadow of the Future
- Culture change for partners



Achieve Mutual Understanding

- Know thy partner
 - Reputation
 - Intermediaries
- Dealing with power dynamics
- Signaling and communication
- Adjudicate disagreements
- Understanding of risk
- Incentives, sanctions, oversight
- Investment in double loop learning

Factor	Public Officials	Private Officials
Competitive procurement process	1	16
Good governance	2	9
Political support	3	11
Well-organized public agency	4	8
Strong private consortium	5	1
Thorough & realistic cost/benefit assessment	6	5
Available financial market	7	4
Appropriate risk allocation & risk sharing	8	2
Transparency in the procurement process	9	10
Commitment/responsibility of public/private sectors	10	3
Project technical feasibility	11	6
Favorable legal Framework	12	7

Bing, L., Akintoye, A., Edwards, P.J., Harcastle, C. (2005). "Critical success factors for PPP/PFI projects in the UK construction industry." *Construction Management and Economics* (June) 23, 459-471



Structuring Governance for Innovation

- Cross-sector, multi-partner, long-term
- Strong leadership with vision & authority
- Clear policies, goals, a guiding strategy
- Evidence pilot, experimental, demonstrated, analogs
- Enterprise approach avoid siloing
- Project team integration & coordination
 - Steering groups
 - Rapid review & testing
 - Think lifecycle
- Sustainability and Reliability







































Governance: **Harnessing Innovation**

- Role of Governments
 - Intergovernmental
 - Funding, policies and regulation
- Role of business partners
- Role of NGO partners
- Role of the public
- Role of third parties
 - Think tanks & associations
- Leveraging information exchange





Partnerships, Complexity, & Innovation: Engaging Autonomous Systems







► For Social Impact

• Senior health care, disaster response

For Future of Work

Transportation and logistics

► For National Security

• Defense acquisition, surveillance, command and control systems



What Do We Learn?

- Complexity of partnership development
- Know what you're buying
- Rigidity is enemy of the good
- Experimentation is critical
- Flexibility in governance rules
- Build trust & jointly own responsibility
- Exogenous pressures and policy risks
- Innovation takes time but speed matters
- Technology is a key driver
- Agile mindset



Transactional VS Relational







Where Do We Go From Here?

• Partnerships require:

- Leadership support is critical
- A longer time horizon (build in milestones and exit ramps)
- Using contract tools flexibly
- Capacity and continuous evaluation of results
- Governance define, implement, evaluate, modify
- Different structural options
- Communication, coordination, shared responsibility
- Use of third parties



Implications for Social Impact

- Social impact programs are complex
- Effective governance requires alignment
- Multiple parties = high initial transaction costs
- Varying levels of risk and commitment
- Requirements and measurement uncertainty
- Collaboration hard to maintain engagement
- Many pilots learning opportunities from each
- Governments: authorizing & appropriating constraints
- Building capacity with stakeholders
- Need for contract management skills
- Policy tool flexibility is critical





David M. Van Slyke, Ph.D.

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e vanslyke@syr.edu









Short break

5 minutes







Keynote - respondent panel



- Carolyn Heinrich, Vanderbilt University
- Naomi Hulston, Catch22
- Anne Davies, University of Oxford
- Sameh Wahba, The World Bank
- Stéphane Saussier, Sorbonne Business School

Chair: Nigel Ball, Executive Director, Government Outcomes Lab







Next sessions

15:30 BST

Back to the future? Learning from the UK's

experience with impact bonds

Resilient social services systems & supply chains

matter - Who knew??! What's next?

Chair: Mara Airoldi, University of Oxford

Chair: Anne Davies, University of Oxford

Find the Zoom links at: https://golab.bsg.ox.ac.uk/soc20











Online networking & informal discussions in Zoom breakout rooms

COMING UP NEXT:

Concurrent sessions at 15:30 BST

Zoom links at: https://golab.bsg.ox.ac.uk/soc20



Back to the future? Learning from the UK's experience with impact bonds





Chair: Mara Airoldi, Government Outcomes Lab



David Parks, The Skill Mill



Neil Stanworth, ATQ Consultants



Joy MacKeith, Triangle



Tanyah Hameed, Government Outcomes Lab



Mehdi Shiva, Government Outcomes Lab



Tara Case, Ways to Wellness



Samantha Magne, The National Lottery Community Fund



Global impact bond landscape



Source: GO Lab Projects Database (Aug 2020)



• First IB launched in: 2010

Capital raised: USD 456m+

Median: USD 1.3m

• Beneficiaries: 649,300+

Median: 500 beneficiaries

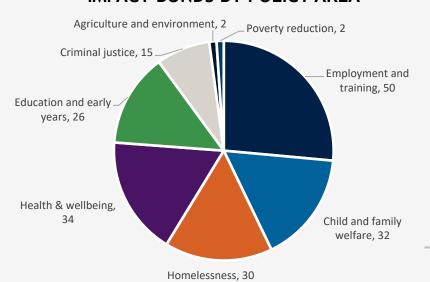
• Average duration: 49.5 months (4.1

years)

Completed: 40 IBs

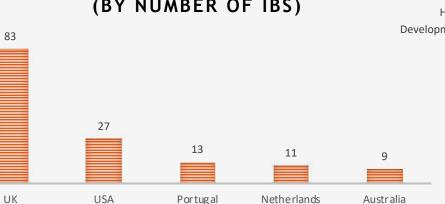
• In implementation: 151 IBs

IMPACT BONDS BY POLICY AREA

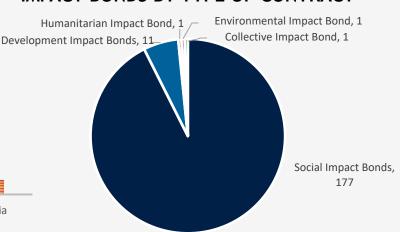




LEADING IMPACT BOND COUNTRIES (BY NUMBER OF IBS)



IMPACT BONDS BY TYPE OF CONTRACT



SIBs landscape in the UK

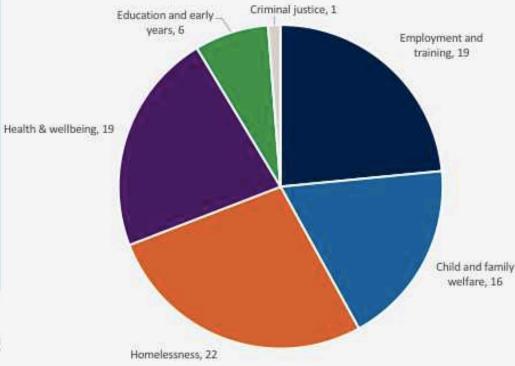
GOVERNMENT OUTCOMES

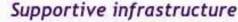
- 83 SIBs
- Capital raised: £74.1 million+
 - · Median: £1.1 million
- Beneficiaries: 87,600+
 - Median: 500 beneficiaries
- Average duration: 49.5 months (4.1 years)
- Completed: 28 SIBs
- In implementation: 55 SIBs

Source: GO Lab Projects Database (Aug 2020)



UK IMPACT BONDS BY POLICY AREA





Financial support

Development

grants

funds

Knowledge creation

Established advisors



Central policy drive











Back to the future: Learning from the UK's experience with impact bonds





Chair: Mara Airoldi, Government Outcomes Lab



David Parks, The Skill Mill



Neil Stanworth, ATQ Consultants



Joy MacKeith, Triangle



Tanyah Hameed, Government Outcomes Lab



Mehdi Shiva, Government Outcomes Lab



Tara Case, Ways to Wellness



Samantha Magne, The National Lottery Community Fund





Tara Case



First health SIB. Five years on.

David Parks The Skill Mill



SIB Survivor









Samantha Magne,
The National Lottery
Community Fund

Funder perspective

- Largest grant-maker in the UK
- Wide experience of supporting partnerships & system-change
- Questions about sustaining commissioner confidence/ buy-in
- Looking for:
 - Earlier & better outcomes for people with complex needs
 - Financial de-risking of VCSEs while they pursue outcomes
 - Commissioning culture & capabilities to support this
- A quasi 'co-commissioner' in SIBs
- Effectively, we've been subsidizing the SIB model
- Experimenting with SIBs among other ways forward



Dr Mehdi Shiva





- Perspective: an applied economist.
- Expertise: decision analysis, economic evaluation, public policy, and international development.
- Professional Experience: 10 years across the sectors; research and teaching in academia (Universities of Oxford, Dundee, and St Andrews), research, management and consultancy in industry (e.g. entrepreneurial with Luxembourg government), and research in NGOs (UNDP).
- Current Position: Economist at GO Lab.

Tanyah Hameed





Focus: Public policy research and international development, with an academic background in economics and social policy

Past professional experiences:

- Central government in Pakistan (Ministry of Planning, Development and Reform;
 Ministry of Commerce),
- The United Nations (UNDP Pakistan; World Food Programme Headquarters in Rome)

Current Role: Research and Policy Associate (Government Outcomes Lab), since February 2018

Today's reflections are based on:

partners

- 1) Primary research for Life Chances Fund evaluations (Children's social care SIBs)
- 2) Standardising data for impact bonds across the world with our UK-based and international

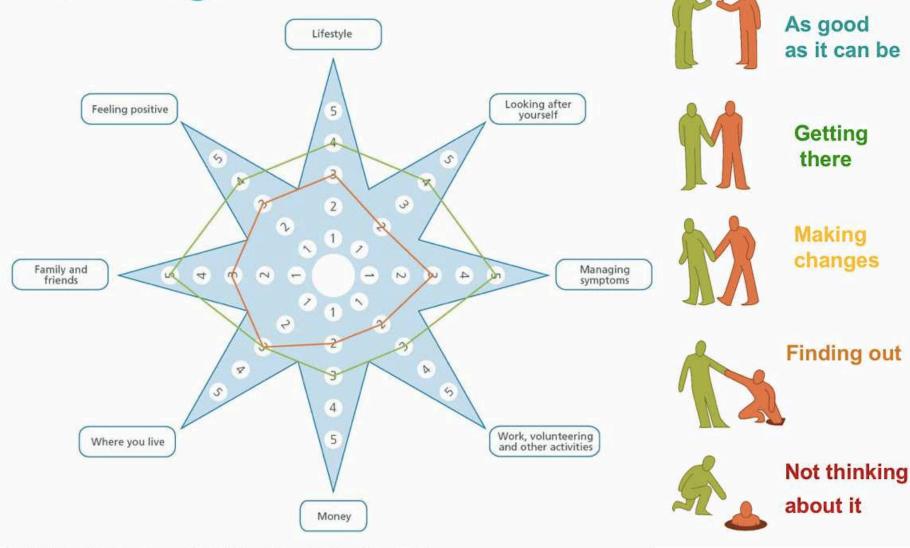
Neil Stanworth



- Founding Director of ATQ Consultants.
- More than 30 years experience of public sector reform mainly at the interface between public and external provision (by both private and VSCE sectors).
- Advisor to commissioners and providers on impact bonds and other forms of outcomes-based contracting since 2010 (around 30 projects across all policy sectors).
- Supporting major evaluation and research projects into the utility and effectiveness of impact bonds and outcomes-based commissioning since 2014 – working mainly with Ecorys UK. Most notably:
 - Evaluation of the Commissioning Better Outcomes (CBO) Fund (https://www.tnlcommunityfund.org.uk/insights/social-investment-publications)
 - DCMS research into scaling and replicability of SIBs (https://www.gov.uk/government/publications/research-social-impact-bond-commissioning-and-replication)
- GO Lab Fellow of Practice in 2018 and 2019.
- Views expressed in this session come mainly from recent findings from the CBO
 evaluation both published and pending reports including in-depth reviews of specific
 SIBs and more broadly based Update Reports which synthesise findings and draw on
 other literature.



Well-being Star













Online networking & informal discussions in Zoom breakout rooms

FINAL SESSION OF THE DAY

We'll be back live tomorrow at 11:00 BST

Zoom links at: https://golab.bsg.ox.ac.uk/soc20







Resilient Social Services Systems & Supply Chains Matter Who Knew?!! What's Next?

Peer Learning: POGO Club Roundtable September 1, 2020 15:30 BST







golab@bsg.ox.ac.uk

Peer Learning: POGO Club

Procurement of Government Outcomes





Our Chair is Anne Davies,

Dean, Professor of Law and Public Policy, Oxford Law Faculty

Peer Learning: POGO Club

Procurement of Government Outcomes

BLAVATNIK SCHOOL OF OXFORD OXFORD SCHOOL OF OXFORD

Agenda

Starts at 15:30. Session is being record.

Part 1: Discussion: What does the pandemic mean for government procurement.

- Around the table. Five minutes per panellist. Until16.30
- Questions and discussion from 16:30 to 16:45

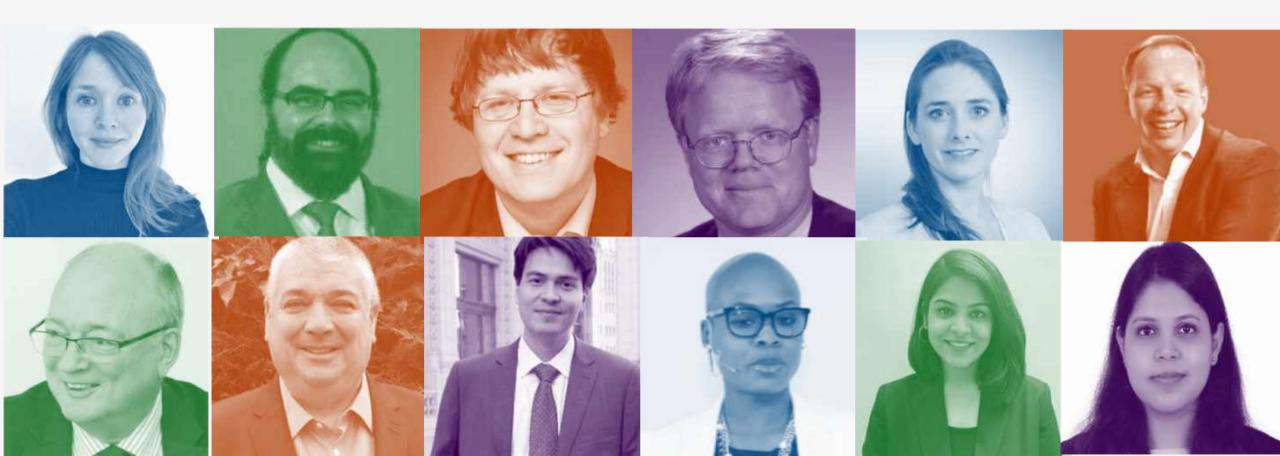
Please put questions in the chat throughout.

Part 2: Co-designing our work for the next 12 months 16:40 to 17:00 Includes breakouts.



Resilient Social Services Systems & Supply Chains Matter

What does the pandemic mean for government procurement?





Resilient Social Services Systems & Supply Chains Matter What does the pandemic mean for government procurement?



Abby Semple,
Public Procurement Analysis



Resilient Social Services Systems & Supply Chains Matter What does the pandemic mean for government procurement?



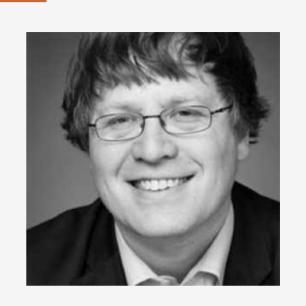
Aris Georgopoulos

Assistant Professor in Law, Faculty of Social Sciences, University of Nottingham

Next up: at 15:45 **Benjamin Taylor**



Resilient Social Services Systems & Supply Chains Matter What does the pandemic mean for government procurement?



Benjamin Taylor
Chief Executive, Public Service
Transformation Academy

Next up at 15:50: Chris Yukins



Resilient Social Services Systems & Supply Chains Matter What does the pandemic mean for government procurement?



Christopher Yukins

Lynn David Research Professor in Government Procurement Law; Co-Director of the Government Procurement Law Program,

The George Washington University Law School

Next up at 15:55: Daniella Jammes



Resilient Social Services Systems & Supply Chains Matter What does the pandemic mean for government procurement?



Daniella Jammes Freshfields Bruckhaus Deringer

Next up at 16:00: Ian Makgill



Resilient Social Services Systems & Supply Chains Matter What does the pandemic mean for government procurement?



Ian Makgill
Founder, Spend Network & OpenOpps, UK



Resilient Social Services Systems & Supply Chains Matter What does the pandemic mean for government procurement?



Malcolm Harbour CBE Former Member of the European Parliament

Next up at 16:10: Mark Roddan



Resilient Social Services Systems & Supply Chains Matter What does the pandemic mean for government procurement?



Mark Roddan

Joint Head of Strategic Procurement, North Somerset and South Gloucestershire Councils, UK



Resilient Social Services Systems & Supply Chains Matter What does the pandemic mean for government procurement?



Oscar Hernandez

Senior Program Manager, Latin America, Open Contracting Partnership, Colombia



Resilient Social Services Systems & Supply Chains Matter

What does the pandemic mean for government procurement?



Sope Williams-Elegbe

Professor and Head of Department of Mercantile Law, and the deputy director of the African Procurement Law Unit, Stellenbosch University, South Africa



Resilient Social Services Systems & Supply Chains Matter What does the pandemic mean for government procurement?

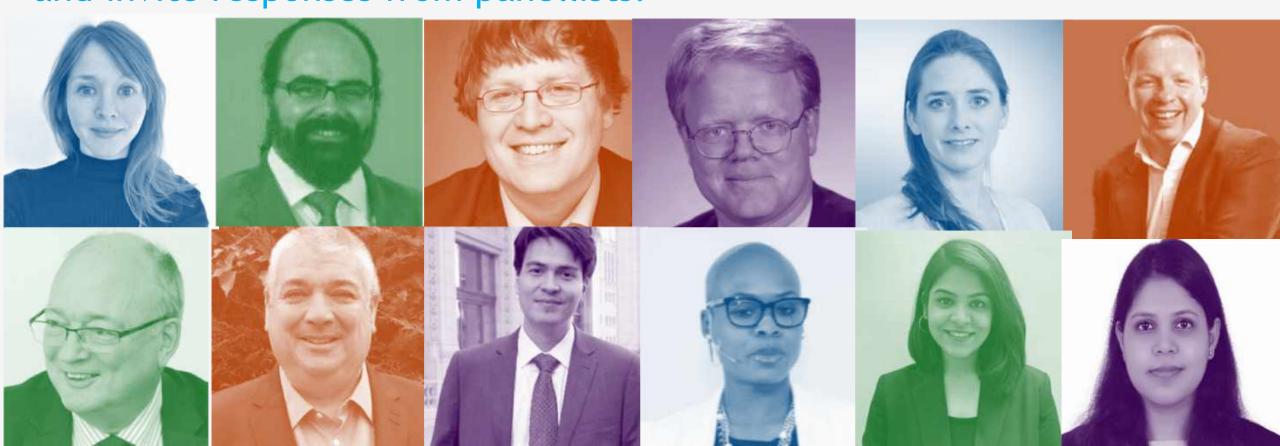




Tanya Ganguli & Vidhi Khanijow Law Offices of Panag and Babu, India



Questions for the panel? 16:30 - 16:40 The chair will read a selection of questions from the chat and invite responses from panellists.



Part 2: Co-designing our work for the next 12 months



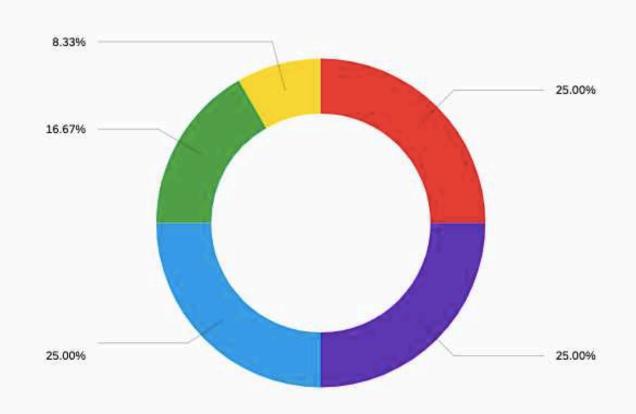


Ruairi Macdonald
Government
Outcomes Lab
ruairi.macdonald
@bsg.ox.ac.uk

- POGO was formed after the Social Outcomes
 Conference 2019
- Everyone is welcome

Part 2: Co-designing our work for the next 12 months





Questionnaire of POGO Club participants in August 2020.

16 responses. (We typically have 30 people on our monthly call.)

25% Government25% Private Sector35% Third sector

Heads Up: Breakouts Coming!

Government

Private Sector

"Third secto

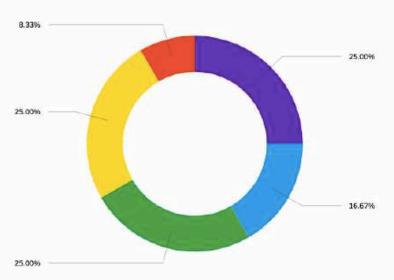
Other or Not Applicable

Higher Education / Academia

Part 2: Co-designing our work for the next 12 months



1/4 Lawyers1/4 Health or Social Services1/4 Public Policy



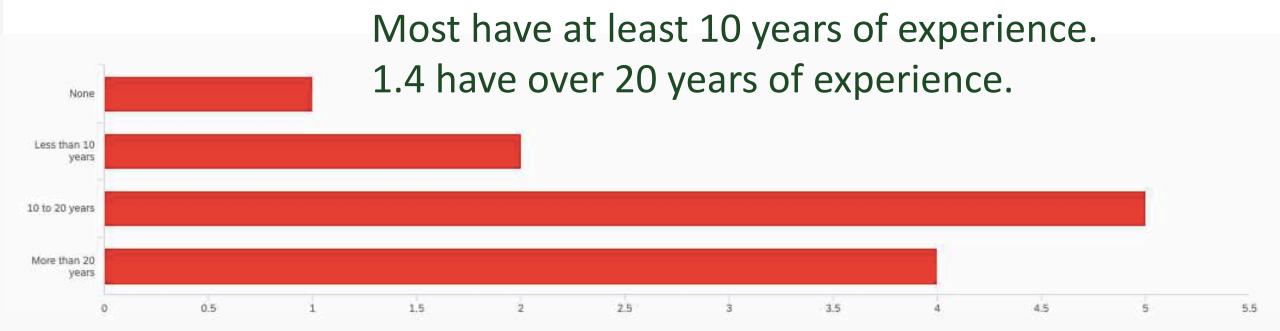


Heads Up: Breakouts Coming!



Part 2: Co-designing our work for the next 12 months

Q. 7. Approximately how many years of experience with public procurement and/or government contract administration or management do you have?





Part 2: Co-designing our work for the next 12 months

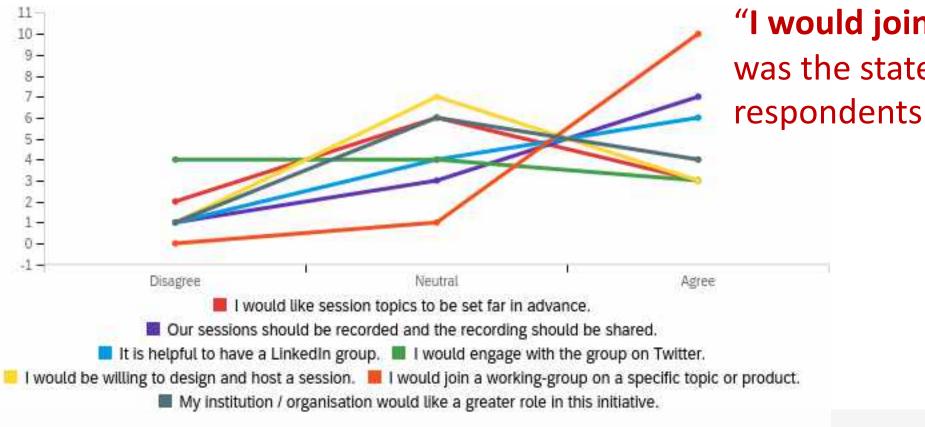
Q. 18. Do you disagree or agree that we need more participation from the following people over the next 12 months:



Peer Learning: POGO Club Roundtable Part 2: Co-designing our work for the next 12 months



Q. 21 was about was of working / operation.



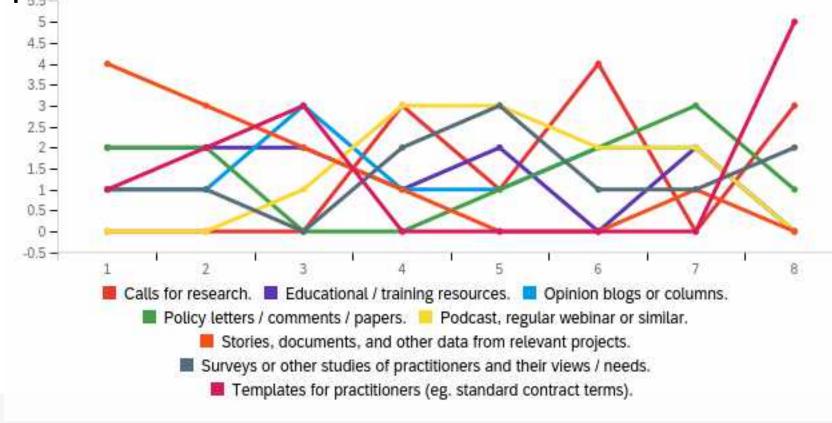
"I would join a working group" was the statement that respondents agreed with most.



Part 2: Co-designing our work for the next 12 months

Q.14 Please rank the following potential outputs based on what will help us advance our purpose over the next 12 months.

"Stories, documents and other data from relevant projects" received the highest ranking from the greatest number of respondents.



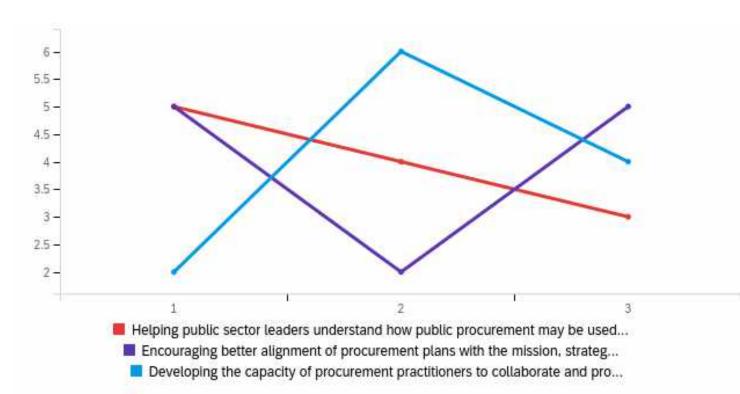


Part 2: Co-designing our work for the next 12 months

Q. 9. ...In 2019 the group selected three focus areas. Please rank these areas in order of importance to you over the next 12 months:

Most important: Helping public sector leaders understand how public procurement may be used to improve social outcomes through collaboration with the private and community / voluntary sectors.

This was more important than developing the capacity of procurement professionals!







Questions for discussion in breakout.

Reflecting upon the panel discussion,

- 1. What type of organisation are represented in your breakout?
- 2. What are the blockers or opportunities around helping public sector leaders understand how public procurement may be used to improve social outcomes through collaboration?
- 3. Do you have procurement related stories, documents and other data from collaboration projects in your org?

If yes, please include your name and email.

Please complete online form in breakout!
See chat for link.

Peer Learning: POGO Club



Closing Remarks & Thanks



Chair Anne Davies,

Dean, Professor of Law and Public Policy, Oxford Law Faculty

Email ruairi.macdonald@bsg.ox.ac.uk to join mail list.

Join the LinkedIn group. in







Online networking & informal discussions in Zoom breakout rooms

FINAL SESSION OF THE DAY

We'll be back live tomorrow at 11:00 BST

Zoom links at: https://golab.bsg.ox.ac.uk/soc20







Close of Day I

Thank you all for joining us today! We'll be back live tomorrow, at 11:00 BST

Find the Zoom links at: https://golab.bsg.ox.ac.uk/SOC20



